

SECTION 6.0

HOW WERE THE PHASE I OPTIONS DEVELOPED?

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6.1 RESOURCE MANAGEMENT ADVISORY COMMITTEE

A Resource Management Advisory Committee (RMAC) was established to work with the BAS Consultant Team and ESD in development of the Strategic Plan for the City (see Table 1-2 for a list of the committee members).

RMAC input was sought throughout the Phase I process and culminated in the development of preliminary options to be advanced for further analysis in Phase II. RMAC input will continue through the Phase II evaluations and the development of recommendations for the final Strategic Plan.

The mission of the RMAC was to review potential options for the Strategic Plan and to provide valuable input to ESD and the BAS Consultant Team on how to address significant solid waste management and source reduction program and policy issues affecting the City of San Diego.

A neutral third-party facilitator, Mr. Lewis Michaelson with Katz & Associates, conducted all of the RMAC meetings. His role was to ensure that all perspectives were heard through a collaborative discussion process. Meeting discussions were allowed to be audio-taped to aid in the preparation of meeting summaries.

6.2 WHO SERVED ON THE COMMITTEE?

The RMAC was assembled from a variety of stakeholders and community interest groups. Representatives from the ESD, the San Diego County Disposal Association, the County of San Diego Integrated Waste Management Technical Advisory Committee, the County of San Diego Integrated Waste Management Citizens Advisory Committee, the San Diego County Apartment Association, the San Diego County Taxpayers Association, the Department of the Navy (Southwest Division), the Solid Waste Local Enforcement Agency for the CIWMB, the League of Women Voters, the Department of Civil and Environmental Studies - San Diego State University, and representatives of the San Diego City Council comprised the membership. A complete list of member names, alternates, affiliations, and contact information is presented in Table 1-2.

6.3 RMAC MEETINGS

RMAC meetings were held five times between October 2007 and June 2008. The agendas and meetings summaries are included in Appendix B. Presentation material is available on the ESD website, www.sandiego.gov/environmental-services.

6.3.1 FIRST RMAC MEETING – October 9, 2007

The RMAC Mission and Principles of Participation were reviewed and adopted by the Committee. An overview of the ESD's function, information on diminishing long-term landfill capacity in the region, and the need for increased source reduction was also presented. The RMAC was also briefed by ESD staff on current efforts to address these issues. BAS followed with a presentation on its proposed approach and timeline for the Strategic Plan process. Committee members asked questions of clarification on these topics. The inaugural meeting concluded with an overview of the BAS Consultant Team's experience with solid waste management strategic planning studies and the team members' individual qualifications.

6.3.2 SECOND RMAC MEETING – January 16, 2008

A status report on the Construction and Demolition Debris Ordinance and its implementation progress was given. This ordinance coincided with the opening of the new SANCO C&D Facility in Lemon Grove. The ESD updated the RMAC on the City's Recycling Ordinance and the future potential for a Material Recovery Facility at the Miramar Landfill. A briefing on the financial impacts of diversion from the Miramar Landfill on ESD funds was also presented. HF&H presented their findings on the waste management system demand and capacity analysis for the City, concluding that the amount of solid waste generated by the City would grow to 28 percent by 2030. The presentation concluded that landfill expansions in the region would help, but other options such as waste reduction, increased diversion, and other disposal options would be needed.

Lastly, screening criteria to evaluate options was presented. The criteria included financial viability, technical viability, regional viability, environmental viability, capacity optimization, and sustainability. Committee members discussed the proposed language for each criterion and suggested changes to refine this language.

6.3.3 THIRD RMAC MEETING – February 20, 2008

The meeting began with an overview of proposed revisions to the screening criteria based on recommendations from members of the RMAC at the second meeting. Various options being considered to address the demand and capacity shortfall projections for the City were presented. The options were presented in the order of the waste management paradigm shift which focuses on source reduction as a primary goal and landfilling as the last option. A discussion of zero waste goals, programs, and policies included both “upstream” pre-consumption and “downstream” post-consumption strategies. Zero waste programs and policies currently being implemented by the City’s ESD were also summarized. The options being evaluated for Phase I include resource recovery parks, conversion technologies, waste-to-energy facilities, landfill optimization techniques, in-County landfills, out-of-County landfills, and rail haul disposal options. Committee members asked questions of clarification and provided additional information on various management options throughout the presentation.

6.3.4 RMAC SOLID WASTE FACILITIES TOUR – March 26, 2008

To gain a first-person perspective and understanding of City of San Diego waste management strategies, the RMAC participated in a tour of several facilities. Tour sites included Allan Company Material Recovery Facility and several areas of the Miramar Landfill: the household hazardous waste center, recycling center, greenery, nursery, landfill operations, and Metro Biosolids Center (MBC) co-generation facility.

6.3.5 FOURTH RMAC MEETING – April 20, 2008

A summary was given of the March 26, 2008, RMAC tour which included the Allan Company Material Recovery Facility and the City's Miramar facilities (Miramar Nursery, Greenery, and Landfill operations). The ESD staff provided an update on department initiatives, which included a proposal to modify the department's Park and Recreation Recycling Program, a pilot program for the beach areas that use waste receptacles with a special top for recyclables, and a market study for organics and yard-waste products.

A presentation on the almost 100 options that were being considered and their respective scoring was presented by the BAS Consultant Team. The options were grouped into six major categories: Zero Waste Programs, Zero Waste Infrastructure, Conversion Technologies, Waste-to-Energy, Landfill Optimization, and Alternative Disposal Options. Each of the options was evaluated using the screening criteria developed with RMAC members, scoring the options with 1 point for low, 3 points for medium, and 5 points for high feasibility. Committee members identified a few options they felt should be scored differently, and the Consultant Team agreed to re-evaluate these options. The objectives of this meeting were 1) to review the screening criteria and 2) to review preliminary feasibility rankings for various options to be further evaluated in Phase II of the Strategic Plan process.

6.3.6 FIFTH RMAC MEETING – June 18, 2008

This was the last meeting for Phase I of the Strategic Plan process. ESD staff provided an update on two current ESD programs: Environmentally Preferable Purchasing Program (EP³) and the Park & Recreation Recycling Program. The EP³ encourages all City departments to investigate the environmental impacts of City-purchased products and determine the best ways to incorporate environmentally preferred purchasing into their City programs. The present Park & Recreation Recycling Program is planned to be scaled back due to budget constraints and two pilot programs for recycling at Mission Trails Regional Park and Mission Beach would be initiated as a counter measure. The committee members approved the recommendations proposed for Phase II of the Strategic Plan process; these are presented in the next section.

6.4 RMAC RECOMMENDATIONS FOR PHASE I

A consolidated master list of options evaluated along with the total scores for each option was developed at the end of Phase I. The master list includes a number of zero waste options, exclusive of programs already being implemented by the City (presented in a separate list). Based on previous committee feedback, some of the options had been re-ranked in terms of the screening criteria. This refined list was brought to the RMAC for one last review before deciding which ones would be carried to Phase II for a more in-depth evaluation.

The committee recommended 39 options with medium to high feasibility to be carried forward to Phase II. There were two important caveats to this recommendation. First, the screening criteria rankings from Phase I would not be carried into Phase II; secondly, some options that, although not ranked with at least a medium feasibility, would be kept on a “watch” list. For example, if the proposed Gregory Canyon Landfill is permitted, it would become a more viable option.

The RMAC also recommended that the option of collecting residential and commercial food waste be evaluated in Phase II. At the end of Phase I, a total of 40 options were recommended for analysis in Phase II. The options are discussed in Section 8.0, *Screening the Options in Phase I*, of this report and their detailed rankings are included in Appendix G, *How the Options Were Evaluated and Screened*.